Appendix 2 Visioning Session Results

Who is the Customer?

- Taxpayers/citizens
- Commercial taxpayers
- Board of Investment
- Warrant recipients
- Vendors
- Program staff
- Treasury
- Recipients of funds transfer

Customer Requirements

- Accuracy
- Value for money
- Easy Inquiry
- Fast processing (same day)
- Quick notice of NSF
- Ease of payment
- Flexible payment methods
- Bundle service request (forms, applications, etc.) with payment
- Service delivery concurrent with payment
- Bundled payments (one-stop)
- Equal enforcement (fairness and equity)
- Facilitate record keeping (allocations, disbursement needs)
- Wide purchase availability (multiple locations)
- Packaging options

Vision Themes

- Delivers value for money
- Single point of contact with on-line access
- Cost effective, streamlined, efficient
- Highly automated (hands-off)
- Links to accounting
- Fast turnaround (3 hours)
- Simple for the customer
- Consistent repeatable process
- Flexible for processing different revenue types
- Flexible for different inbound channels
- Independent of form of payment and information
- Electronic
- Reliable and robust
- Single accountability
- Rich source of customer information (data warehouse) that is widely accessible and secure
- Get information to program people as soon as possible

Paradigm Shifts



Lots of Data

Any payment, any form (customer decides)

Lots of little systems (bury A/R)

Each department lets process evolve

Decentralized Management

We're government (legislative)

Clerical driven, manual process

Designed for front end requirements (internal)

Design for 5 years

Vision Themes

Lots of Information

Payments will be electronic (1999)

One A/R Processor

Engineered Design

Accountability to Collect

We're a Business

Higher staff technical skills

Customer Oriented

Design for change

Paradigm Shifts cont'd



Department Specific

Micro Rules Oriented

Departments do not trust other agencies

Compliance driven, one size fits all

We do it ourselves

Punishments/sanctions

Using office buildings

Build systems and support them in house

Vision Themes

Enterprise Perspective, Cross Department Coordination

Practice Oriented/Process Oriented

Greater interdependence based on mutual respect, core competencies

Customer Driven (multiple streams)

We will go to the best source

Incentive/rewards driven

Factories

Buy Systems

Enablers

Process	People	Technology	Infrastructure
Biminate central mail – incoming remittances	Introduce stock options	Scanning and imaging	Purpose built factory
USPS sorted collection point	Highly trained (informed) – including technology skills	Extensive EDI links	Ground floor
PO Box sortation	Flexible pay/classification system	Adequate desktop/network	Near USPS
Use lock boxes	More knowledge oriented	Archiving technology	Near records management
Standard coupon and envelope		Integrated records management	Modern office
Privatize/Outsource/SO.A./ Quango		Work flow for transactions	Call center
Standardized (as much as possible) forms		Shareable A/R-A/P	Near outbound port
Split data and payment and regroup electronically		Data warehouse	
Back up		Off the shelf	
日ectronic payment at bank (圧T)			
Integration with outbound			
Conducive legislation			

Alternatives

Process goal

Alternatives

Revenue and Information Processing

Revenue

Processing

Concentrate Volumes

Decentralized Processing

• small scale improvements

Centralized Processing

- Manual entry
- Imaging

Centralized Processing

• OCR/ICR

Outsource

 technology implications of method chosen

Information Processing

Concentrate Volumes

Decentralized Processing

 manual entry with limited EDI

Centralized Processing

- Manual entry
- Imaging

Centralized Processing

• OCR/ICR

Outsource

 technology implications of method chosen

A/R

Processing
Concentrate Volumes

and Information

Decentralized Processing

Centralized Processing

Outsource

• technology implications of method chosen

Customer Service

Center

Customer Service and Information

Inquiry
Capabilities for
Revenue
Receipt
Questions only

On-Line Taxpayer "Account" Information

Full Inquiry Capability (including program specific)

Outbound Calling Ability

 collections activities